Green

Overview for Green:

* Quality conscious
* Future focused
* Improvement oriented
* Very analytical
* Systematic approach
* Thorough
* Persistent
* Knowledgeable
* Conscientious
* Weighs pros and cons
* Investigative
* Precise
* Determined
* Inquisitive
* Logical and rational
* Looks for general principles
* Conceptual and insightful
* Seeks wisdom or enlightenment
* Seeks the big picture
* Insures accuracy
* Emotional self-control
* Enlivened by work
* Ingenious and inventive
* Needs independence and private time
* Strategic thinker and innovative
* Sets high standards and expectations
* Strives to improve competency

Favorable workplace conditions for Green:

* Unstructured
* High tech and scientific
* Challenging and innovative
* Flexible as to time and organization
* Permits independent work
* Involves problem solving, exploration, and innovation
* Permits debate and discussion and allows employees to ask “why”
* Provides clearly-defined performance expectations
* Values quality and accuracy
* Provides opportunities to demonstrate subject matter expertise
* Shows control over factors that affect performance
* Recognition for ideas and intellectual competencies

Strengths Greens bring to the workplace

* Focus on mission of organization
* Build conceptual frameworks or systems
* Look at the world and see new possibilities, meanings and system relationships
* Examine consequences analytically and impersonally
* Architects of change
* Conceptualizing and designing especially with regard to organizational change
* Setting high standards
* Can see the core of complex issues or problems
* Sees the larger picture

Green

What You See:

* Does not show emotion easily
* Business like and serious in manner
* May not appear casual or friendly
* Acts in a more formal manner
* Appearance may be more unconventional
* Gestures from the head
* May be more quiet in manner
* Hand movements are used to explain or show models, etc.

What You Hear:

* Asks many questions
* May want to establish credibility of the speaker
* Voice is modulated – does not communicate emotion
* May not always respond immediately – needs to think about it
* Will respond negatively to incorrect information
* May point out errors or mistakes quickly
* May want to improve on ideas shared in conversation
* Will act irritated if asked to rephrase
* Uses sequential dialogue
* May be brief and concise

Stresses for Green:

* Incompetence
* Unclear mission
* Unclear expectations
* Little time to analyze
* Making quick decisions
* Rules that block strategy
* Lack of a system
* Unfairness
* Time deadlines
* Schedules that make little sense
* Routine work or projects
* Restrictions and/or limitations
* Too many projects or details
* Repetition or redundancy
* Errors or oversights
* Ignored recommendations
* Emotional outbursts
* Failure to support systems
* Interpersonal conflicts
* Execution and follow-through
* Challenge incorrect information
* Improving on ideas shared in conversation
* Irritated if asked to rephrase or repeat

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| Negative ways to see Green | Positive ways to see Green |
| They think they are superior beings; intellectual snob | Will have a superior intellect because they will avoid the things they don’t do well |
| Arrogant | Right a remarkable percent of the time |
| Heartless | Tough-minded |
| Don’t care about people | Efficient |
| Ruthless | Powerful |
| Unrealistic | Creative, visionary |
| Eccentric, weird, poor dresser | Original, unique |
| Emotionally controlled, repressed | Eminently reasonable |

Strategies for Green’s Success:

* Explore the rationale or “why” beneath the organization’s vision, mission, policies and procedures.
* Listen carefully to their thoughts.
* When the going gets tough, rise above perceptions of sarcasm or skepticism by engaging in “options thinking” (i.e. how might we…?)
* Share their concern for quality.
* Ask them to design systems that would “mistake proof” products, processes and services.
* Encourage them to commit their ideas on paper by requesting a rough draft that can be continuously improved. Their working draft will still be impressive.
* Acknowledge their problem-solving capability and help them focus their energy on critical organizational issues.
* Discuss the professional worth of other personality styles and the value they hold for the team.
* Show enthusiasm and appreciation for their conscientiousness (applaud their serious approach to work assignments).
* Discuss team-member behavior with them at an intellectual level: “a strength extended can become a weakness.” Could other team members perceive their need for accuracy and improvement? If so, discuss the importance of how and when to “let go.”
* Do not pressure them to come to decisions or complete tasks quickly. But, realize the importance of having frank discussions regarding how the timing of decisions and completed work affects the whole chain of the organization.